DoD INSTRUCTION 3000.11

MANAGEMENT OF DoD IRREGULAR WARFARE (IW) AND SECURITY FORCE ASSISTANCE (SFA) CAPABILITIES

Originating Component: Office of the Under Secretary of Defense for Personnel and Readiness

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Approved by: Peter Levine, Acting Under Secretary of Defense for Personnel & Readiness

Purpose: In accordance with the authority in DoD Directives (DoDDs) 5124.02, 3000.07, and 1322.18 and the guidance in DoD Instructions (DoDIs) 5000.68 and 3000.05, this issuance establishes policy, assigns responsibilities, and provides procedures to identify and manage DoD personnel with skills, training, education, and experience related to IW and SFA.

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY. This issuance applies to OSD, the Military Departments (including the Coast Guard at all times, including when it is a Service in the Department of Homeland Security by agreement with that Department), the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD.

1.2. POLICY.

    a. Personnel with IW and SFA capabilities are a critical element of DoD's ability to conduct the full range of military operations in support of U.S. policy.

    b. SFA is an activity of special interest as it supports a broad range of IW missions and activities as well as building the security capacity and capability of U.S. partners and allies.

    c. IW and SFA skills, training, education, and experience must be maintained; this necessitates the need for the means to effectively identify and organize forces and individuals that will allow the DoD Military Services and USCG to better meet Combatant Commander (CCDR) IW and SFA requirements.

    d. The Military Departments will undertake actions and develop mechanisms to identify and track personnel who have demonstrated IW or SFA skills, have successfully completed IW or SFA training or education, or possess IW or SFA experience. Tracking of DoD civilian personnel will be in accordance with Volume 1100 of DoDI 1400.25.

SECTION 2: RESPONSIBILITIES

2.1. ASSISTANT SECRETARY OF DEFENSE FOR READINESS.
Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness, the Assistant Secretary of Defense for Readiness develops policies and prescribes guidance to ensure the identification and tracking of IW and SFA capability information meets DoD's needs for generating forces and is consistent across the Military Departments.

2.2. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS/LOW-INTENSITY CONFLICT (ASD(SO/LIC)).
Under the authority, direction, and control of the Under Secretary of Defense for Policy, the ASD(SO/LIC):

a. Serves as the principal civilian advisor to the Secretary of Defense for IW and, in coordination with the CJCS, provides overall policy oversight to ensure that DoD maintains capabilities and capacity so that it is as effective in IW as it is in traditional warfare, in accordance with DoDD 3000.07.

b. As co-chair of the Irregular Warfare and Security Force Assistance Executive Steering Committee (IW and SFA ESC), with the Director for Joint Force Development, the Joint Staff J-7, in accordance with the IW and SFA ESC charter, ensures that the Secretaries of the Military Departments and the Commandant, USCG, report on tracking of personnel with IW and SFA capabilities through briefings to the IW and SFA ESC 6 months after this instruction is published, and biennially thereafter, in conjunction with the IW assessment required by DoDD 3000.07.

2.3. SECRETARIES OF THE MILITARY DEPARTMENTS AND COMMANDANT, USCG.
The Secretaries of the Military Departments and Commandant, USCG:

a. Identify and track individuals with IW and SFA capabilities, as described in Section 3 of this issuance, to ensure the ability to provide trained and ready individuals, teams, and units to meet requirements identified by the CCDRs. For civilian personnel, ensure compliance with Volume 1100 of DoDI 1400.25. Establish standards appropriate to the organization, and track this information in a system that is centrally accessible.

b. Report on tracking of personnel with IW and SFA capabilities through briefings to the IW and SFA ESC 6 months after issuance of this instruction and biennially thereafter in conjunction with the IW assessment required by DoDD 3000.07.

c. Ensure the identification and reporting of language and cultural capabilities required to support IW and SFA are in accordance with DoDD 5160.41E and DoDI 5160.70.

2.4. CJCS.
In coordination with the ASD(SO/LIC), the CJCS:

a. Biennially assesses Military Service capability and capacity to conduct activities necessary to implement CCDR campaign and contingency plans related to IW, pursuant to DoDD 3000.07, as well as relevant SFA activities.

b. Incorporates the results of Military Department reports described in Paragraph 2.3.b. into the biennial assessment described in DoDD 3000.07.

2.5. CCDRS. The CCDRs use existing processes to identify IW and SFA requirements (skills, training, education, and experience) to support their theater strategies and DoD strategic plans.

SECTION 3: PROCEDURES FOR TRACKING IW AND SFA CAPABILITIES

3.1. GENERAL.

a. Identifying and tracking personnel with these skills, training, education, and experience improves the measurement and assessment of DoD's IW and SFA capability and provides increased visibility on DoD-wide capabilities for sourcing, training, planning, and risk mitigation. Resources to develop and maintain IW capability must compete with resources for conventional warfare, so it is important that leadership have the information necessary to manage IW capability as DoD continually adjusts its ability to respond to the entire spectrum of threats.

b. As with IW capabilities, the SFA capabilities of personnel are similarly hard-earned. Resources to develop and maintain SFA capabilities must also compete for funding.

c. To meet the needs of the CCDRs, DoD must be able to identify and manage military and civilian personnel with IW and SFA capabilities.

3.2. TRACKING IW AND SFA CAPABILITIES.

a. Recognizing that IW and SFA capabilities rely on individuals with IW and SFA skills, training, education, and experience, the Secretaries of the Military Departments and the Commandant, USCG, are directed to track these individuals.

b. Tracking systems or processes established for individuals with IW and SFA capabilities will he developed in compliance with DoDD 5400.11 and DoD 5400.11-R.

c. Tracking will be sufficiently descriptive to enable a joint force commander or CCDR to effectively identify capabilities required when requesting forces and facilitate the Military Services' (joint force providers) identifying the requested capability and providing the proper force. Tracking will include information in four categories:

(1) Documented Skills Relevant to IW and SFA. Skills relevant to IW and SFA include but are not limited to: language, regional expertise and culture, advising, negotiations, and public administration. A list of IW-relevant skills and experience can be found in CJCS Instruction 3210.06A, Enclosure C; a list of skills relevant to SFA can be found in the January 14, 2014, Under Secretary of Defense for Personnel and Readiness Memorandum. These lists are examples, they are not prescribed. Foreign language tracking requirements and regional proficiency skill level guidelines are contained in DoDI 5160.70.

(2) Completion of Training Programs Relevant to IW and SFA. The Secretaries of the Military Departments and the Commandant, USCG, will identify appropriate training programs. They may include training for a Military Services Occupational Specialty or DoD Civilian Occupational Specialty, such as Civil Affairs, Foreign Area Officer, Instructor, Law Enforcement, Special Forces, Medical, Agricultural Specialist, and others.

(3) Completion of Education Programs Relevant to IW and SFA. The Secretaries of the Military Departments and the Commandant, USCG, will identify appropriate education programs. Education programs relevant to IW and SFA may include college degree programs and occupational or professional licensing such as: Law, Business, Government, Economics, Anthropology, Engineering, Agriculture, Veterinary Medicine, and others.

(4) Participation in IW and SFA Activities, Including Operations, Missions, and Exercises.

(a) Significant activities will typically be of 30 calendar days or greater duration, but Secretaries of the Military Departments and the Commandant, USCG, have the authority to choose which activities will be tracked.

(b) Examples of missions and activities include:

1. Provincial Reconstruction Team.

2. Military or Police Advisor Team.

3. Ministry of Defense Advisor.

4. Female Engagement Team.

5. U.S. Diplomatic Mission.

6. Defense Personnel Exchange Program.

7. The International Exchange Liaison or Education Programs.

8. Security Force Assistance Team or Brigade.

d. The briefings presented by the Secretaries of the Military Departments and the Commandant, USCG, to the IW and SFA ESC will include details on the categories in Paragraphs 3.2.c.(1)-(4), such as numbers of personnel in each category, progress on instituting tracking using existing systems, best practices, impediments to further progress, and other relevant information. Each Military Department will also provide a catalogue of IW and SFA capabilities being tracked and include a detailed description with attributes and specifics of each skill, training, education or experience.

e. These skills will lapse if not used, renewed, or refreshed. Tracking must include the date the skill was demonstrated or the date and duration of the training, education, or experience. Commanders may establish the duration or expiration of specific capabilities or categories of capabilities. Commanders are encouraged to verify that personnel can perform as required before selecting them for an IW or SFA assignment.

f. Commanders should take care to ensure that not all IW and SFA assignments require personnel with IW or SFA experience. Otherwise, a group of experienced personnel will

continue to perform these missions and carry a disproportionate burden, while personnel with useful skills, training, education, and experience will not gain valuable or additional experience.

GLOSSARY

G.1. ACRONYMS.

ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
CCDR	Combatant Commander
CJCS	Chairman of the Joint Chiefs of Staff
DoDD	DoD directive
DoDI	DoD instruction
IW	irregular warfare
IW and SFA ESC	Irregular Warfare and Security Force Assistance Executive Steering Committee
SFA	security force assistance
USCG	U.S. Coast Guard

G.2. DEFINITIONS. Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

DoD personnel. Military personnel and civilian employees of DoD.

IW. A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s).

SFA. DoD activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces and their supporting institutions.

theater strategy. An overarching construct outlining a CCDR's vision for integrating and synchronizing military activities and operations with the other instruments of national power in order to achieve national strategic objectives.

track. Maintain a record of an individual person's skills, training, education, and experience relevant to IW and SFA in a form that can be categorized, searched, retrieved, and otherwise identified. The specific information that will be tracked is to be determined by the Military Departments and reported to the IW and SFA ESC as described in Section 3.

traditional warfare. A form of warfare between the regulated militaries of states, or alliances of states, in which the objective is to defeat an adversary's armed forces, destroy an adversary's

war-making capacity, or seize or retain territory in order to force a change in an adversary's government or policies.

REFERENCES

Charter for the Irregular Warfare – Security Force Assistance Executive Steering Committee, March 24, 2015[1]

Chairman of the Joint Chiefs of Staff Instruction 3210.06A, "Irregular Warfare," September 25, 2015

DoD 5400.11-R, "Department of Defense Privacy Program," May 14, 2007

DoD Directive 1322.18, "Military Training," January 13, 2009

DoD Directive 3000.07, "Irregular Warfare," August 28, 2014

DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008

DoD Directive 5160.41E, "Defense Language, Regional Expertise, and Culture Program (DLRECP)," August 21, 2015

DoD Directive 5400.11, "DoD Privacy Program," October 29, 2014

DoD Instruction 1400.25, Volume 1100, "DoD Civilian Personnel Management System: Civilian Human Resources Management Information Technology Portfolio," January 3, 2014

DoD Instruction 3000.05, "Stability Operations," September 16, 2009

DoD Instruction 5000.68, "Security Force Assistance (SFA)," October 27, 2010

DoD Instruction 5160.70, "Management of DoD Language and Regional Proficiency Capabilities," June 12, 2007

Under Secretary of Defense for Personnel and Readiness Memorandum, "Guidance on Common Training Standards for Security Force Assistance (SFA)," January 14, 2014[2]

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[1] This document is available at https://intelshare.intelink.gov/sites/Joint_Staff/j7/IW%20Integration/ IW%20Executive%20Steering%20Committee/IW%20ESC%20Charter%20Signed%202015.pdf

[2] This document is available at https://jcisfa.jcs.mil/Public/about/jcisfa-publications.aspx?ref=mainMenu (top of page)